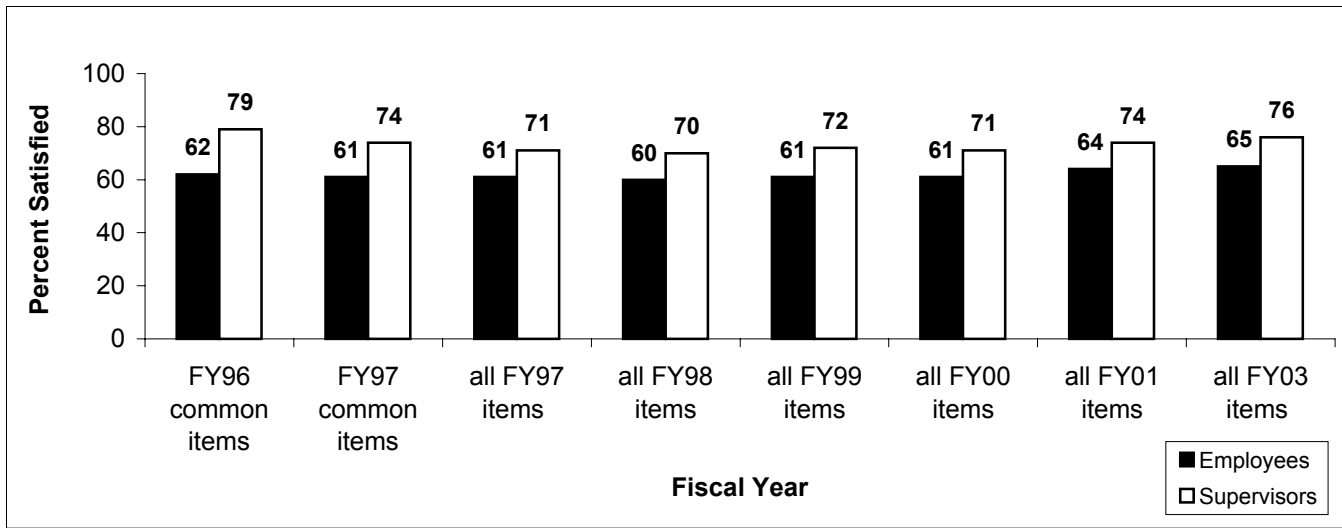


4-1. Satisfaction with Job

Objective: Not Less Than 5% Improvement Over Baseline

Assessment: Employees Met; Supervisors Met



Source: Army Civilian Attitude Survey (employee and supervisor versions)

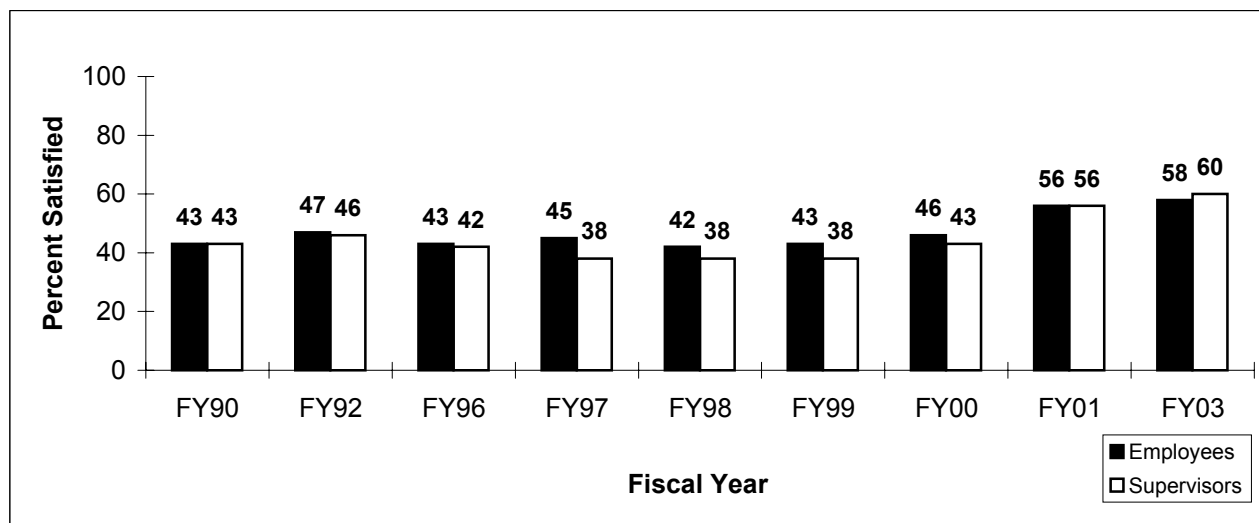
Analysis:

- Satisfaction is defined as the top two ratings in a five-point scale.
- This indicator was revised in FY97. Prior to FY97, the employee score was a composite of six survey items; the supervisor score was a composite of three survey items; three items overlapped. Currently, the employee and supervisor scores are each a composite of five identical survey items. See Appendix, pp. A24-26, for the rating scale, individual survey items, raw scores, and MACOM results.
- Direct comparison of FY96 with other FY survey results would be misleading since the composite was substantially changed in FY97. However, a trend was obtained by re-calculating FY96 and FY97 results based on common items. When this was done, the employee job satisfaction percentage stayed about the same, but the supervisor job satisfaction percentage dropped by five points. Both groups remained at about the same level until FY01, when employee and supervisor percentages rose by three points. Employee job satisfaction remained about the same; supervisor job satisfaction rose by two percentage points.
- The employee and supervisor baselines (average of previous five results) are 61% and 72% respectively. Employees and supervisors met the objective.
- Supervisors are more satisfied with their jobs than are employees.
- For FY03, employee job satisfaction ranged from 67% (FORSCOM) to 63% (AMC, USAREUR, "other" command codes). Supervisor job satisfaction ranged from 78% (TRADOC, USACE) to 73% (MEDCOM).

4-2. Satisfaction with Career

Objective: Not Less Than 5% Improvement Over Baseline

Assessment: Employees Met; Supervisors Met



Source: Army Civilian Attitude Survey (employee and supervisor versions)

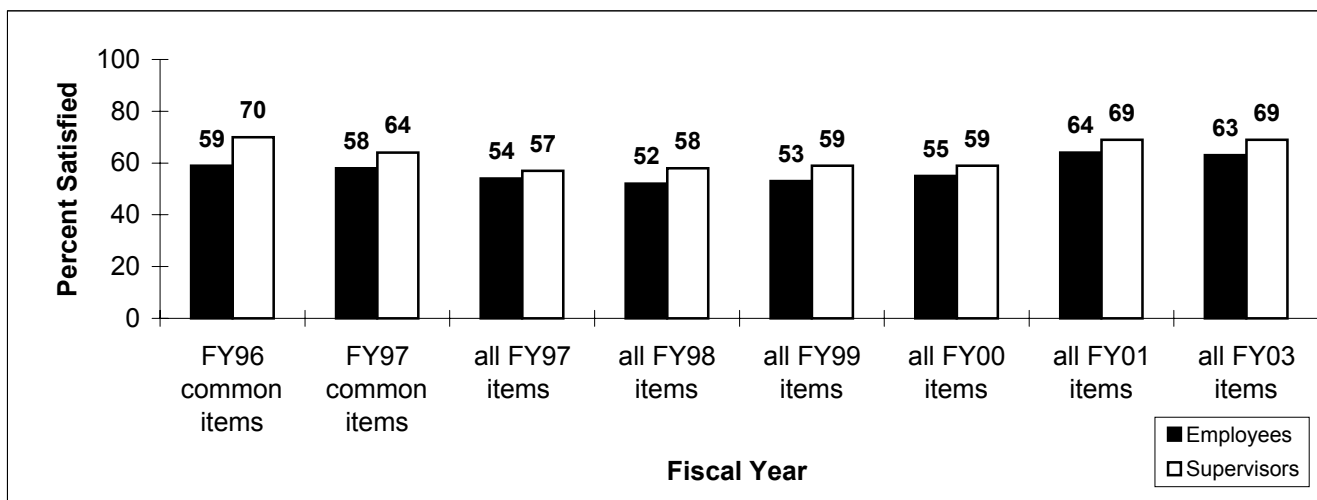
Analysis:

- This indicator measures whether people would recommend that others pursue a career with the Federal Government, the Army, or their specific Army organization. It does not directly measure satisfaction with their personal career. Satisfaction is defined as the top two ratings in a five-point scale. Baseline performance is calculated by averaging the satisfaction ratings for the previous four survey administrations. The employee and supervisor scores are each a composite of three identical survey items. See Appendix, pp. A27-28, for the rating scale, individual survey items, raw scores, and MACOM results.
- The baselines (average of previous five results) for employees and supervisors are 46% and 43%, respectively. The FY03 results are 58% for employees and 60% for supervisors. Employees and supervisors met the objective.
- Overall, both groups were more willing to recommend the Federal Government, the Army, and their organization as an employer to others than in previous years. Satisfaction with career has improved substantially since FY99.
- For FY03, employee career satisfaction ranged from 61% (MEDCOM) to 55% (FORSCOM). Supervisor career satisfaction ranged from 64% (USAREUR) to 55% (FORSCOM).

4-3. Satisfaction with Supervisor

Objective: Not Less Than 5% Improvement Over Baseline

Assessment: Employees Met; Supervisors Met



Source: Army Civilian Attitude Survey (employee and supervisor versions)

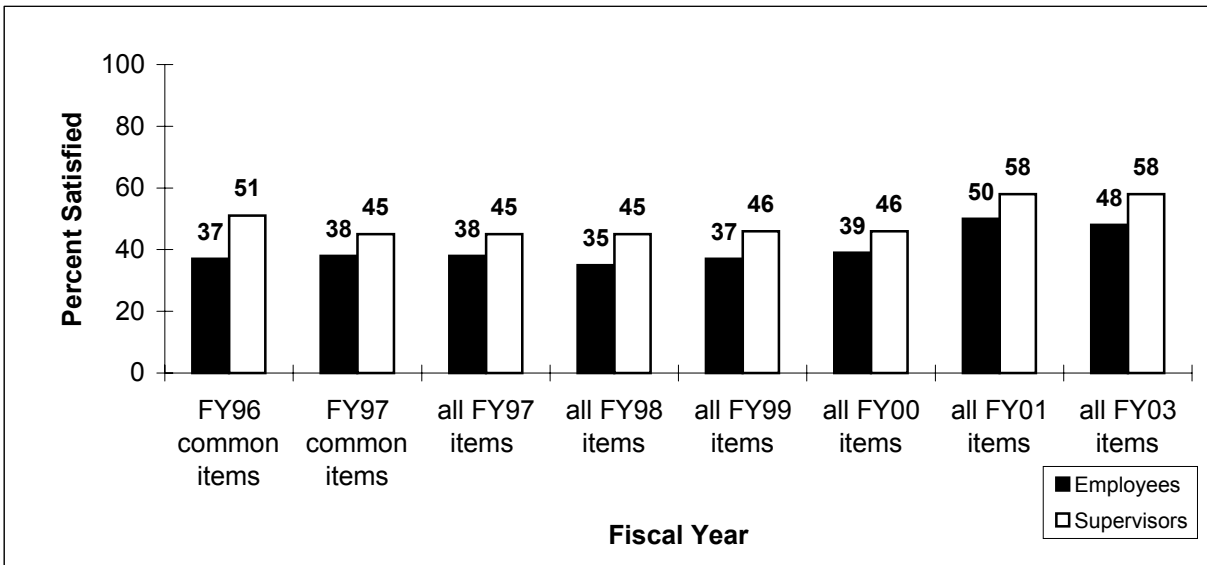
Analysis:

- Satisfaction is defined as the top two ratings in a five-point scale.
- This indicator was revised in FY97. Prior to FY97, the employee score was a composite of seven survey items; the supervisor score was a composite of four survey items; two items overlapped. Currently, the employee and supervisor scores are each a composite of eight identical survey items. See Appendix, pp. A29-31, for the rating scale, individual survey items, raw scores, and MACOM results.
- Direct comparison of FY96 with other FY survey results would be misleading since the composite was substantially changed in FY97. However, a trend was obtained by re-calculating FY96 and FY97 results based on common items. When this was done, the employee satisfaction percentage stayed about the same and the supervisor percentage dropped by six points in FY97. Both groups remained at about the same level until FY01, when employee satisfaction with supervisor rose by 9 percentage points and supervisor satisfaction rose by 10 percentage points. The FY03 results are about the same.
- The baselines (average of previous five results) for employees and supervisors are 56% and 60% respectively. The FY03 results are 63% for employees and 69% for supervisors. Employees and supervisors met the objective.
- Overall, although satisfaction with supervisor is lower among employees than among supervisors, the level of satisfaction has improved substantially over the past three years.
- For FY03, employee satisfaction ratings ranged between 66% (TRADOC) to 61% (AMC). Supervisor satisfaction ratings ranged from 72% (USACE) to 65% (MEDCOM).

4-4. Satisfaction with Management

Objective: Not Less Than 5% Improvement Over Baseline

Assessment: Employees Met; Supervisors Met



Source: Army Civilian Attitude Survey (employee and supervisor versions)

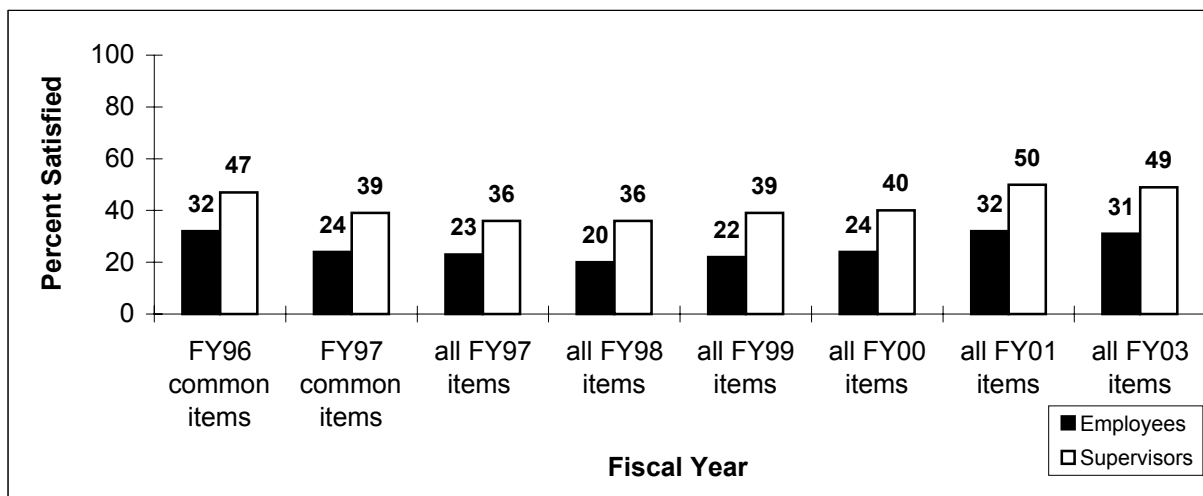
Analysis:

- Satisfaction is defined as the top two ratings in a five-point scale.
- This indicator was revised in FY97. Prior to FY97, the employee and supervisor scores were each a composite of six identical survey items. Currently, the employee and supervisor scores are each a composite of five identical survey items. See Appendix, pp. A32-34, for the rating scale, individual survey items, raw scores, and MACOM results.
- Direct comparison of FY96 with other FY survey results would be misleading since the composite was substantially changed in FY97. However, a trend was obtained by re-calculating FY96 and FY97 results based on common items. When this was done, the employee satisfaction percentage stayed about the same and the supervisor satisfaction percentage dropped by six points. From FY97 through FY00 employee and supervisor satisfaction with management had been relatively unchanged; however, in FY01 both employee and supervisor satisfaction with management rose sharply - and have remained at these levels in FY03.
- The baselines (average of previous five results) for employees and supervisors are 40% and 48% respectively. The FY03 results are 48% for employees and 58% for supervisors. Employees and supervisors met the objective.
- Overall, both groups have become more satisfied with management. Employees are less satisfied than supervisors with management.
- For FY03, employee satisfaction with management ranged from 55% (TRADOC) to 43% (AMC). Supervisor satisfaction with management ranged from 61% (TRADOC) to 55% (MEDCOM and "other" command codes).

4-5. Satisfaction with Promotion System

Objective: Not Less Than 5% Improvement Over Baseline

Assessment: Employees Met; Supervisors Met



Source: Army Civilian Attitude Survey (employee and supervisor versions)

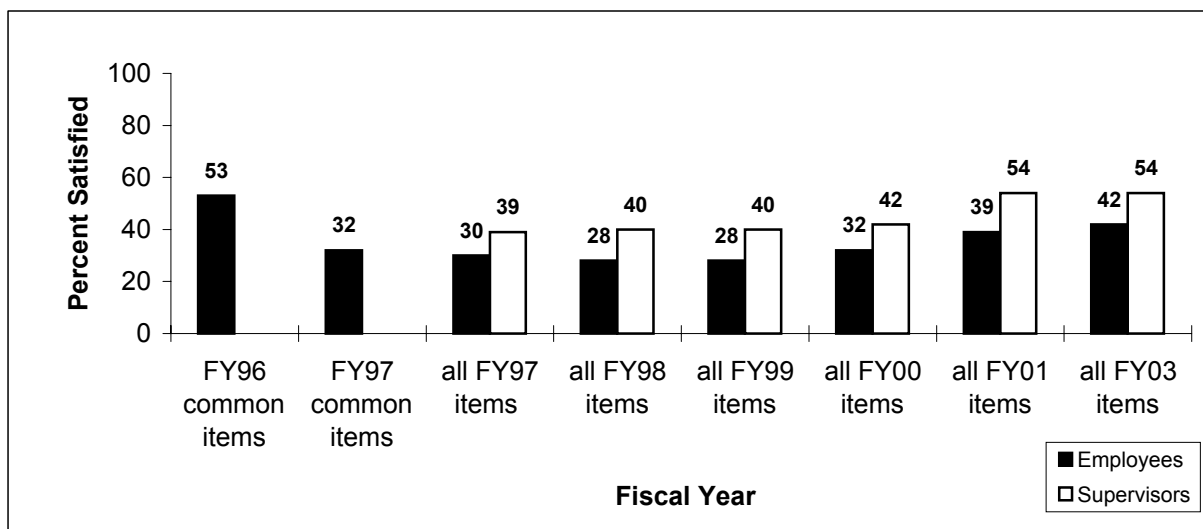
Analysis:

- Satisfaction is defined as the top two ratings in a five-point scale.
- This indicator was revised in FY97. Prior to FY97, the employee score was a composite of four survey items; the supervisor score was a composite of three survey items; two items overlapped. Currently, the employee score is a composite of four survey items; the supervisor score is a composite of five survey items; four items overlap. See Appendix, pp. A35-37, for the rating scales, individual survey items, raw scores, and MACOM results.
- Direct comparison of FY96 with other FY survey results would be misleading since the composite was substantially changed in FY97. However, a trend was obtained by re-calculating FY96 and FY97 results based on common items. When this was done, FY97 satisfaction with the promotion system dropped by eight percentage points for both employees and supervisors. From FY98 through FY01, employee and supervisor satisfaction with the promotion system rose by 12 and 14 percentage points. FY03 results stayed about at those levels.
- The baselines (average of five previous results) for employees and supervisors are 24% and 40% respectively. The FY03 results are 31% for employees and 49% for supervisors. Employees and supervisors met the objective.
- Overall, although employee satisfaction levels remain low, perceptions about the promotion system have changed. Note the large difference between supervisor and employee results.
- For FY03, employee satisfaction with promotion system ranged from 36% (USACE) to 26% (MEDCOM). Supervisor satisfaction with promotion system ranged from 59% (USACE) to 41% (MEDCOM).

4-6. Satisfaction with Awards and Recognition

Objective: Not Less Than 5% Improvement Over Baseline

Assessment: Employees Met; Supervisors Met



Source: Army Civilian Attitude Survey (employee and supervisor versions)

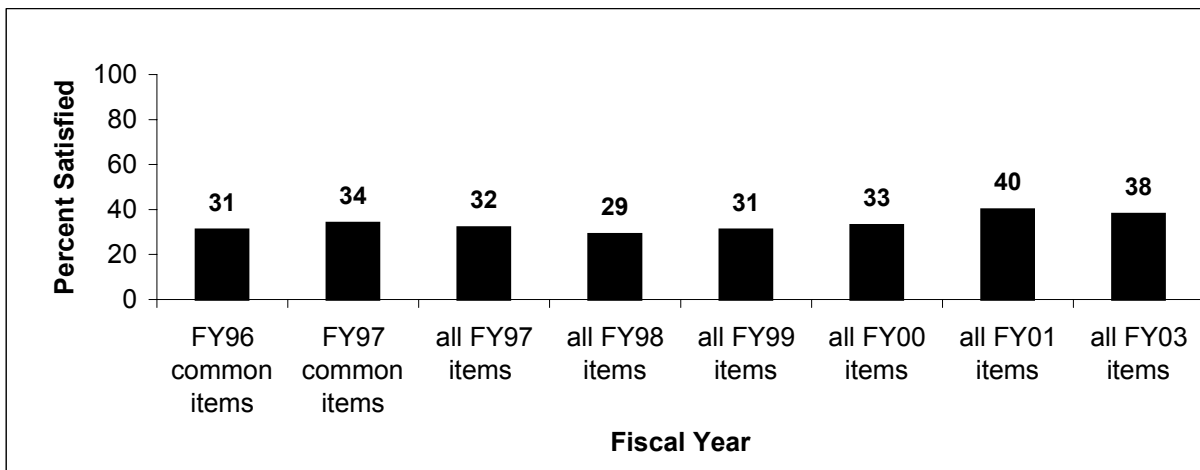
Analysis:

- This indicator measures whether employees are satisfied with the link between job performance and awards/recognition.
- This indicator was revised in FY97. Prior to FY97, the employee score was a composite of four survey items; the supervisor survey did not contain items on this topic. Currently, the employee and supervisor scores are each a composite of four identical survey items. One survey item was revised in FY97. See Appendix, pp. A38-39, for the rating scale, individual survey items, raw scores, and MACOM results.
- Direct comparison of FY96 with other FY survey results would be misleading since the composite was substantially changed in FY97. However, a trend was obtained by re-calculating FY96 and FY97 results based on common items. When this was done, employee satisfaction with awards and recognition dropped by 21 percentage points. Perceptions began to improve for both groups in FY00. Both groups have improved by nearly 15 percentage points since FY99.
- The baselines (average of five previous results) for employees and supervisors are 31% and 43% respectively. The FY03 results are 42% for employees and 54% for supervisors. Employees and supervisors met the objective.
- The level of supervisor satisfaction is much higher than employee satisfaction - but the gap narrowed in FY03. The employee satisfaction trend continues to improve.
- For FY03, employee satisfaction ranged from 46% (USACE) to 37% (MEDCOM). Supervisor satisfaction ranged from 61% (USACE) to 46% (MEDCOM).

4-7. Satisfaction with Discipline/Grievance/EEO Procedures

Objective: Not Less Than 5% Improvement Over Baseline

Assessment: Met



Source: Army Civilian Attitude Survey (employee version)

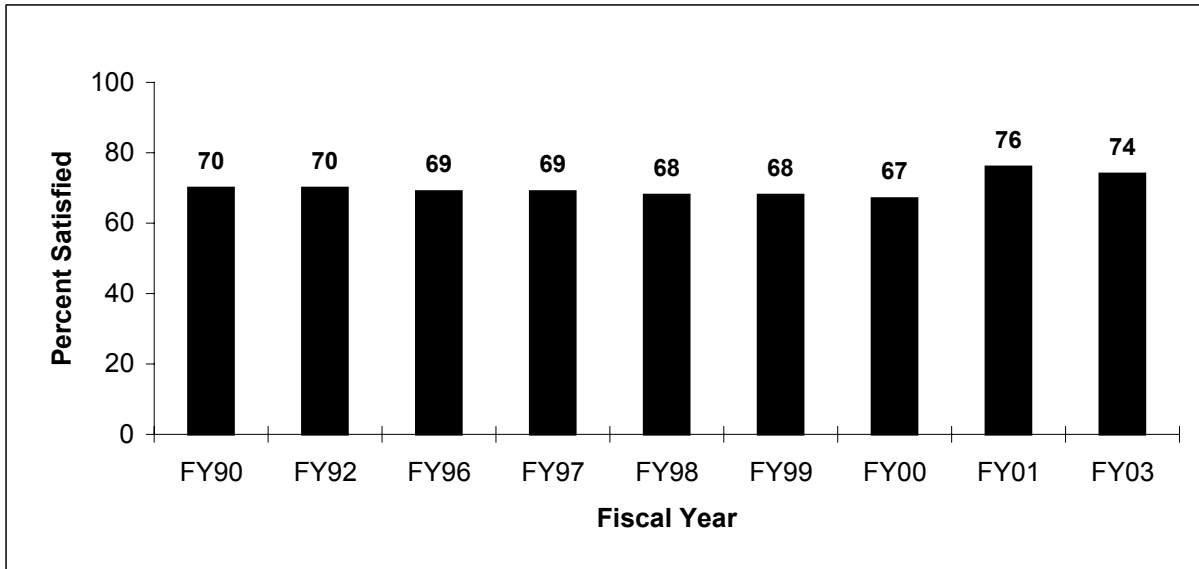
Analysis:

- Satisfaction is defined as the top two ratings in a five-point scale.
- This indicator was revised in FY97. Prior to FY97, the employee score was a composite of four survey items. Currently, the employee score is a composite of four re-worded items. Supervisor surveys did not contain items on this topic. See Appendix, pp. A40-41, for the rating scale, individual survey items, raw scores, and MACOM results.
- Direct comparison of FY96 with other FY survey results would be misleading since the composite was substantially changed in FY97. However, a trend was obtained by re-calculating FY96 and FY97 results based on common items. When this was done, employee satisfaction with increased by three percentage points in FY97. From FY98 through FY01 employee satisfaction rose by 11 percentage points, with 7 of those points coming between FY00 and FY01. FY03 results declined by 2 percentage points.
- The baseline (average of previous five results) for employees is 33%. FY03 results are 38% for employees. Employees met the objective.
- Overall, although perceptions have improved dramatically over the past three years, employees are not satisfied with administrative procedures related to discipline, grievances, and EEO.
- For FY03, employee satisfaction ranged from 43% (USACE) to 34% (AMC).

4-8. Satisfaction with Work Group

Objective: Not Less Than 5% Improvement Over Baseline

Assessment: Met



Source: Army Civilian Attitude Survey (employee version)

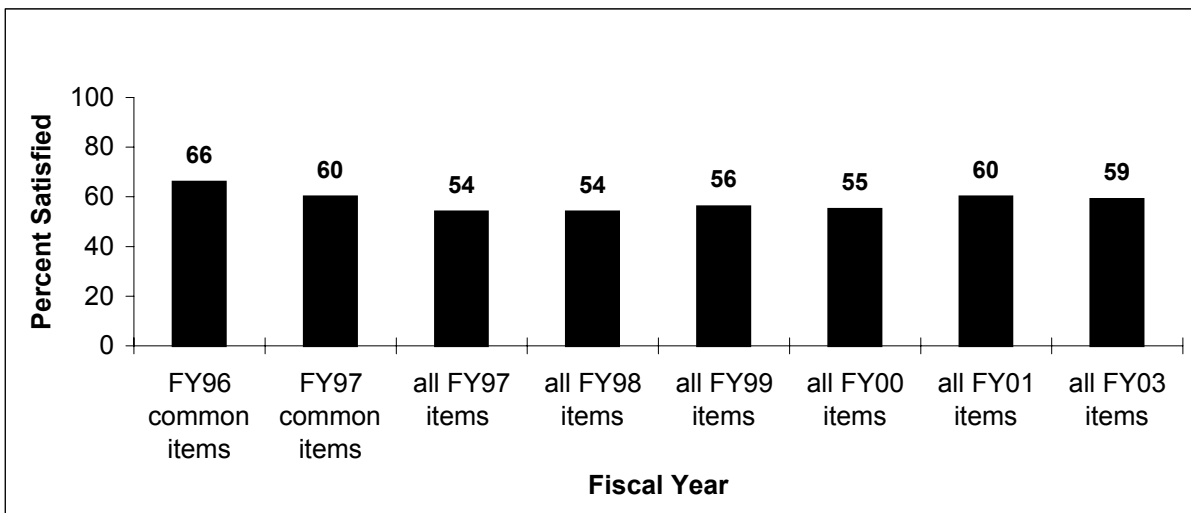
Analysis:

- Satisfaction is defined as the top two ratings in a five-point scale. Baseline performance is calculated by averaging the satisfaction ratings for the previous four survey administrations. The employee score is a composite of three survey items. Supervisor surveys did not contain items on this topic. See Appendix, pp. A42-43, for the rating scale, individual survey items, raw scores and MACOM results.
- The baseline for employees is 69%. The FY03 satisfaction score is 74%. The objective of 5% improvement over the baseline was met.
- Overall, employees are very satisfied with their co-workers.
- For FY03, employee satisfaction with work group ranged from 77% (TRADOC) to 71% (MEDCOM).

4-9. Satisfaction with Amount of Authority

Objective: Not Less Than 5% Improvement Over Baseline

Assessment: Met



Source: Army Civilian Attitude Survey (supervisor version)

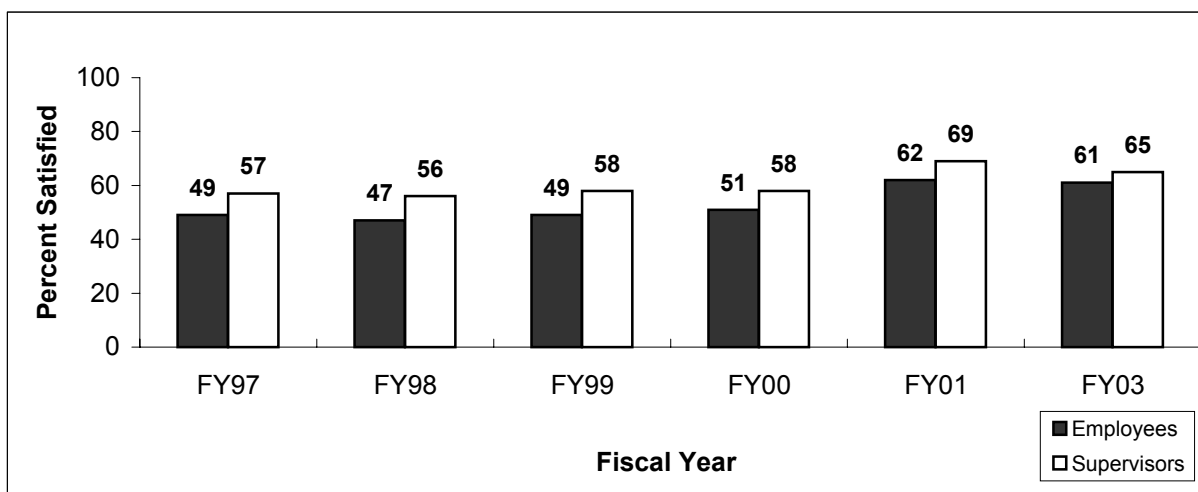
Analysis:

- This indicator measures the degree to which supervisors are satisfied with the amount of authority they have to carry out their responsibilities properly. Satisfaction is defined as the top rating in a three-point scale.
- This indicator was revised in FY97. Prior to FY97, the supervisor score was a composite of eleven survey items. Currently the supervisor score is a composite of twelve items, ten of which overlap. The employee survey did not contain items on this topic. See Appendix, pp. A44-46, for the rating scale, individual survey items, raw scores, and MACOM results.
- Direct comparison of FY96 with other FY survey results would be misleading since the composite was substantially changed in FY97. However, a trend was obtained by re-calculating FY96 and FY97 results based on common items. When this was done, supervisor satisfaction with authority drops by six percentage points in FY97. From FY97, through FY00 supervisor satisfaction was relatively unchanged. However, in FY01 the level rose by five percentage points and remained about the same in FY03.
- The baseline (average of previous five results) for supervisors is 56%. FY03 results are 59% for supervisors. Supervisors met the objective.
- Overall, supervisors are satisfied with the amount of authority provided them to carry out their personnel management responsibilities.
- For FY03, supervisor satisfaction with authority ranged from 62% (USACE) to 57% (MEDCOM).

4-10. Satisfaction with Training and Development

Objective: Not Less Than 5% Improvement Over Baseline

Assessment: Employees Met; Supervisors Met



Source: Army Civilian Attitude Survey (employee and supervisor versions)

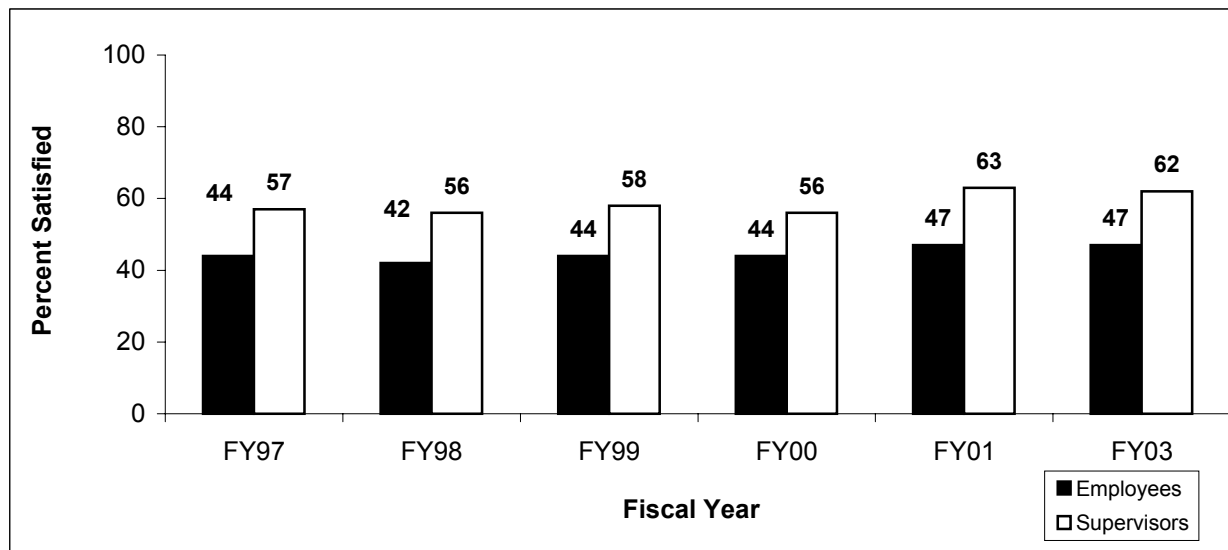
Analysis:

- Satisfaction is defined as the top two ratings in a five-point scale.
- The employee score is a composite of three survey items; the supervisor score is a composite of three survey items; no items overlap. See Appendix, pp. A47-49, for the rating scales, individual survey items, raw scores and MACOM results.
- Employee and supervisor satisfaction with training and development had been relatively unchanged from FY97, when this indicator was created, through FY00. In FY01 satisfaction levels rose by 11 percentage points for both groups. Employee satisfaction remained about the same in FY03; however, supervisor satisfaction declined by 4 percentage points.
- The baseline (average of five previous results) for employees and supervisors is 52% and 60% respectively. The FY03 results are 61% for employees and 65% for supervisors. Employees and supervisors met the objective.
- Supervisors are more satisfied with the training and development system than are employees, but levels have improved.
- For FY03, employee satisfaction with training and development ranged from 66% (USACE) to 57% (TRADOC). Supervisor satisfaction ratings ranged from 68% (AMC, FORSCOM, and USACE) to 58% (USAREUR).

4-11. Satisfaction with Fairness

Objective: Not Less Than 5% Improvement Over Baseline

Assessment: Employees Met; Supervisors Met



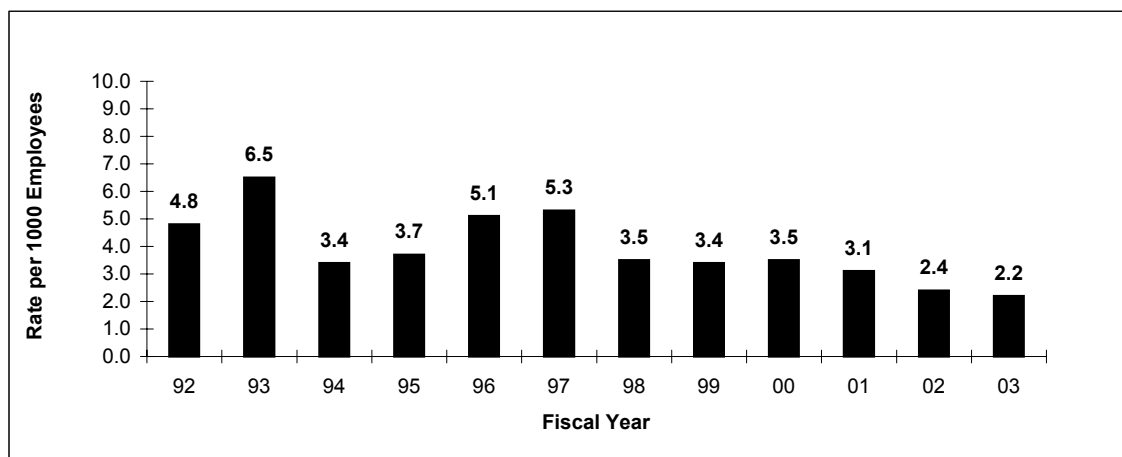
Source: Army Civilian Attitude Survey (employee and supervisor versions)

Analysis:

- Satisfaction is defined as the top two ratings in a five-point scale.
- The employee and supervisor scores are each a composite of six identical survey items. See Appendix, pp. A50-52, for the rating scales, individual survey items, raw scores, and MACOM results.
- Employee and supervisor satisfaction with fairness stayed about the same in FY03.
- The baseline (average of previous five results) for employees and supervisors is 44% and 58% respectively. FY03 results are 47% for employees and 62% for supervisors. Employees and supervisors met the objective.
- Supervisors are more satisfied with fairness than are employees. The gap between employee and supervisor satisfaction has widened.
- For FY03, employee satisfaction with fairness ranged from 51% (USAREUR) to 43% (AMC). Supervisor results ranged from 66% (FORSCOM) to 60% (TRADOC).

4-12. Number of Formal Grievances (Under Administrative Grievance Procedures) - Rate per 1000 Non-Bargaining Unit Employees

Objective: None Established



Source: No. grievances from field data submitted for annual Civilian Personnel Management Statistical Reporting Requirements;
No. non-bargaining unit employees from HQ ACPERS

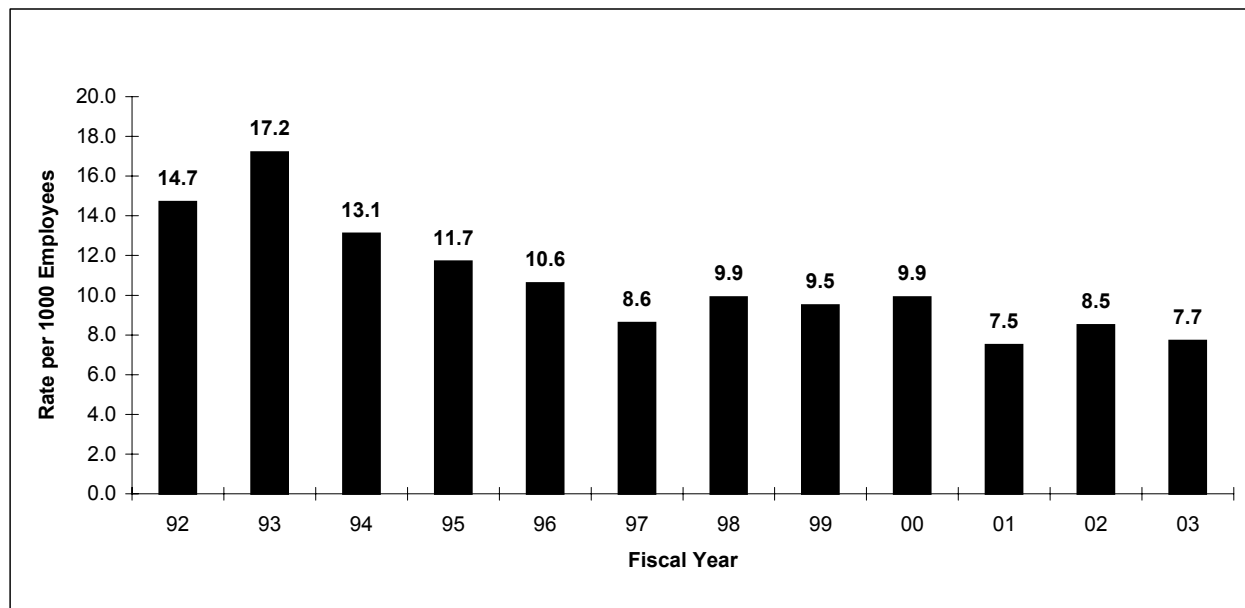
Fiscal Year	92	93	94	95	96	97	98	99	00	01	02	03
No. Grievances	631	769	376	387	510	485	302	293	289	249	211	187
No. Non-BU Employees	130,206	118,447	109,800	105,679	99,088	91,490	87,304	85,130	83,600	81,605	86,757	85,930

Analysis:

- The FY03 rate of 2.2 is the lowest in eleven years. The number of formal grievances under administrative grievance procedures continues to decline.
- See Appendix, p. A53, for FY03 MACOM data.
- Non-bargaining unit (BU) employees were identified by codes 7777 and 8888 of the "Bargaining Unit Status" data element in HQ ACPERS.

4-13. Number of Formal Grievances (Under Procedures Negotiated with Unions) - Rate per 1000 Bargaining Unit Employees

Objective: None Established



Source: No. grievance from field data submitted for annual Civilian Personnel Management Statistical Reporting Requirements;
No. bargaining unit employees from HQ ACPERS

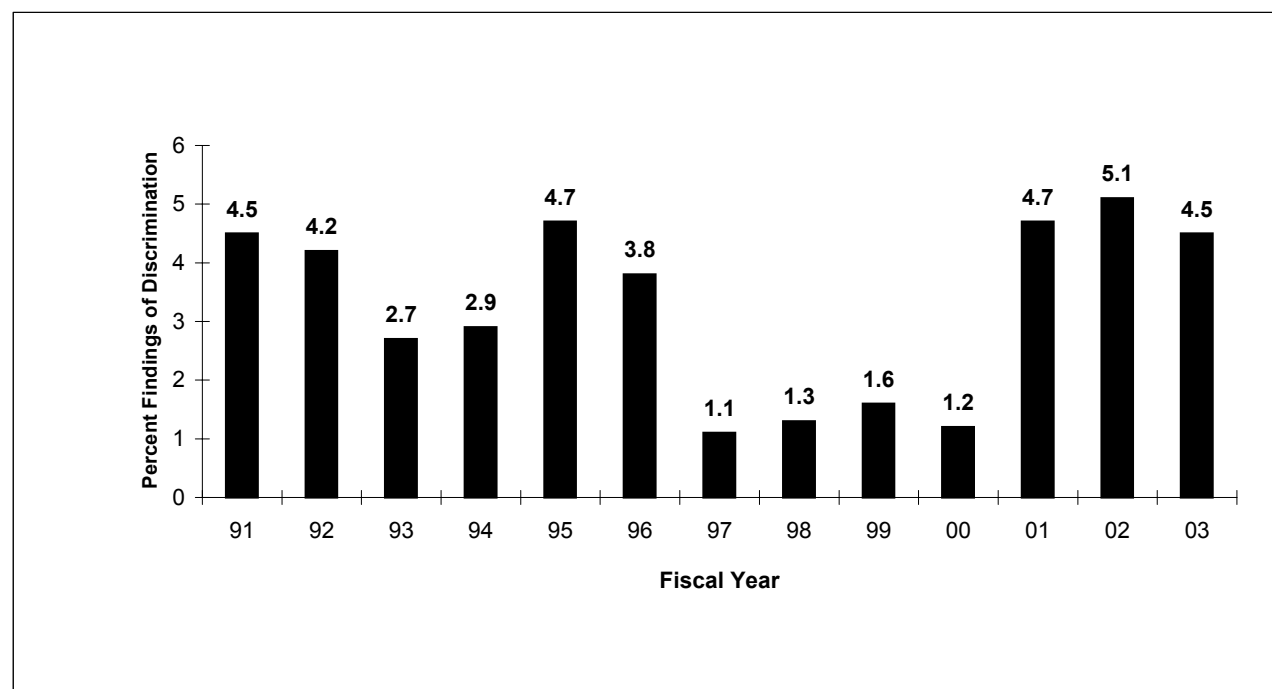
Fiscal Year	92	93	94	95	96	97	98	99	00	01	02	03
No. Grievances	2,653	2,434	1,808	1,575	1,357	1,071	1,181	1,086	1,119	855	951	866
No. BU Employees	180,609	141,847	138,071	134,062	127,594	124,208	119,841	113,748	113,554	113,902	112,215	112,261

Analysis:

- In FY03, the rate of grievances was 7.7. This is in line with the long term declining trend in the rate of formal grievances among bargaining unit employees.
- See Appendix, p. A54, for FY03 MACOM data.
- Bargaining unit (BU) employees were identified by subtracting from the total population all employees with codes 7777 and 8888 of the "Bargaining Unit Status" data element in HQ ACPERS.

4-14. EEO Complaints - Percent DA Final Findings of Discrimination

Objective: None Established



Source: EEOCCRA, does not include cases adjudicated by the Equal Employment Opportunity Commission, Architectural and Transportation Barriers Compliance Board, or federal civil court

Fiscal Year	91	92	93	94	95	96	97	98	99	00	01*	02	03
No. Formal Complaints Filed	1494	1692	1905	2108	1825	1398	1565	1451	1366	1346	1139	1124	1069
No. to EEOCCRA	419	500	479	722	426	314	543	472	493	499	596	489	398
No. Findings of Discrimination	19	21	13	21	20	12	6	6	8	6	28	25	18

Analysis:

- Most complaints are either dismissed, withdrawn or settled before reaching Equal Employment Opportunity Compliance & Complaints Review Agency (EEOCCRA). In FY03, 37% of the formal EEO complaints filed made it to EEOCCRA for Final Agency Decision.
- The 5% reduction in formal complaints in FY03 was complimented by a 19% reduction in the number that EEOCCRA received for final agency decision. Final findings of discrimination also dropped from 25 in FY02 to 18 in FY03. The rise in FY01 and FY02 may be related to the fact that the authority of administrative judges was increased in 1999 from recommending to rendering decisions.
- * Change to FY01 corrects inclusion of dismissal decisions at installation level.